

# Developing Leaders: A Competency Approach

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Presented by:



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# Presentation



## Topic: Competency Based Leadership

- ☐ Introduction and Objectives
- ☐ Definition of Leadership / Competency
- ☐ Competency Approach
- ☐ Application when Developing Leaders

- Kevin Moore
- Action Based Learning
  - Pick Someone who reports to you (Initials)
  - Think of their role
  - Focus on them throughout this presentation
- Goals
  - Common Language
  - Examples

So... How do we prepare for the future and better meet the expectations of our people?

- The answers can be found in a simple, understandable, deliberate development system that...
  - Satisfies need for occupational and enduring competency development
  - Follows doctrine
  - Has coordinated policies that concentrate on the right level and focus on experience, education and training... at the right time, and that...
  - Best utilizes the time available for development

**BGen Rich Hassan**

# Why is this important?

- Leadership isn't a destination
- Leadership is fluid
- Market Changes
- People

- Leadership refers to the dynamic relationship that takes place between the leaders and the individual or group that person leads.
- A leader is someone who directs, inspires, and encourages others to reach a common goal.

- Great managers look inward. They look inside the company, into each individual, into the differences in style, goals, needs and motivation of each person.
- Great leaders, by contrast, look outward. They look out at the competition, out at the future, out at alternative routes forward. They must be visionaries, strategic thinkers, activators. When played well, this is, without a doubt, a critical role.

▪

## Characteristics of Effective Leadership

- Is aware of and works to remove barriers
- Able to coordinate resources
- Ability to clarify expectations
- Fosters teambuilding
- Includes team members when appropriate
- Recognizes control is an illusion



## The best leadership style?

### LEADERSHIP STYLES

MANAGEMENT HAS MOST OF  
THE KNOWLEDGE & SKILLS

EMPLOYEES HAVE THE NEEDED  
KNOWLEDGE & SKILLS

MANAGEMENT  
CONTROL

EMPLOYEE  
CONTROL

• AUTOCRATIC  
STYLE

PATERNALISTIC  
STYLE

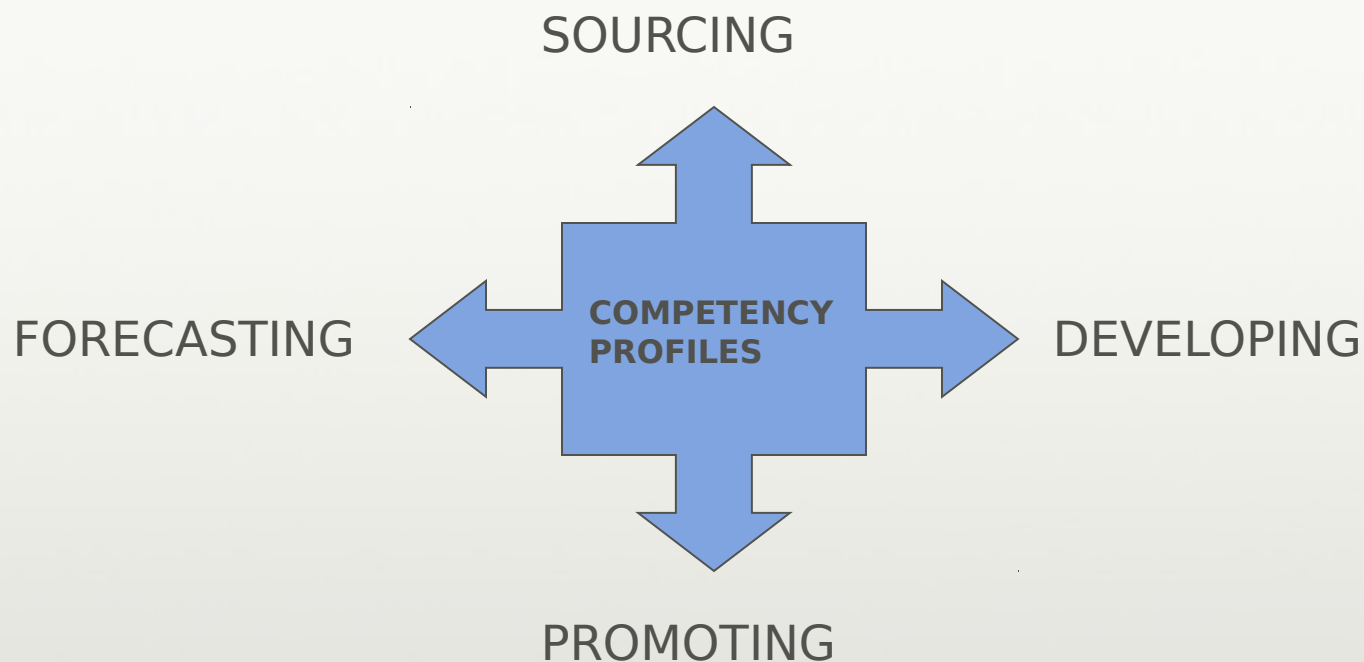
PARTICIPATIVE  
STYLE

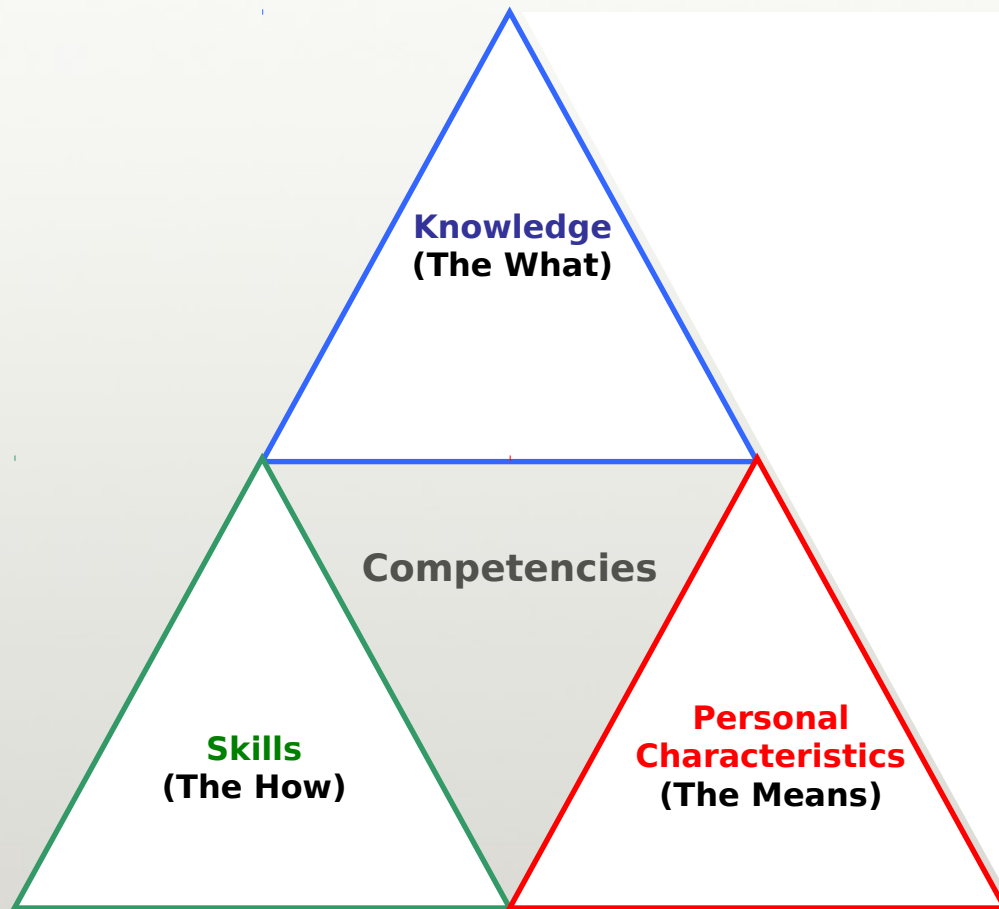
DELEGATIVE  
STYLE

FREE REIGN  
STYLE

# What is a Competency?

- A competency is any knowledge, skill, or personal characteristic that is used to perform a major task or function in the work setting. Competencies are observable behavioral acts that require a combination of skills, knowledge, or personal characteristic to execute work.
- The most influential competency is a *differentiating competency*. A differentiating competency is one that clearly distinguishes average performance of a skill, knowledge, or personal characteristic from a superior performance. Differentiating competencies influence a company's culture and are aligned with specific strategies, goals, and values.





# Leadership

```
graph TD; Leadership --> Communicating; Leadership --> ProblemSolving[Problem Solving]; Communicating --> CommList["• Expresses oneself effectively both orally and in written form.  
• Communicate plans and activities in a manner that supports strategies for employee involvement.  
• Actively listens to others."]; ProblemSolving --> ProbList["• Identifies and collects information relevant to the problem.  
• Uses brainstorming techniques to create a variety of choices.  
• Selects the best course of action by identifying all the alternatives and then makes a logical assumption"]
```

## Communicating

- Expresses oneself effectively both orally and in written form.
- Communicate plans and activities in a manner that supports strategies for employee involvement.
- Actively listens to others.

## Problem Solving

- Identifies and collects information relevant to the problem.
- Uses brainstorming techniques to create a variety of choices.
- Selects the best course of action by identifying all the alternatives and then makes a logical assumption

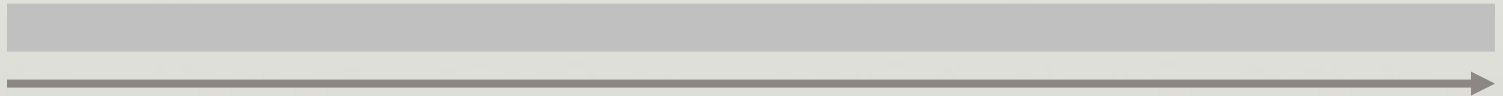
# How the Competency Model Works

	Definition	Example	Competency
Knowledge	Areas of knowledge you use to do your job. May be learned in school, on the job, or through personal learning.	John is knowledgeable about the products that compete with his or her products.	Product Knowledge
Skills	An ability. Typically developed over time. Can be learned through practice.	John has the ability to clarify the benefits of his or her product.	Communication
Personal Characteristic	Preferences or ability that is typical of a person. These do not tend to change very much, but you can learn to apply your personal characteristics more effectively.	John enjoys working with people.	Team Building

- Communicating
- Build appropriate relationships
- Self-Direction
- Teamwork
- Client Relationship
- Flexibility
- Professionalism
- Business Acumen
- Financial
- Leadership Abilities
- Vision
- Conflict Resolution
- Et al.....

# Approaching Leadership

Scoping



Time

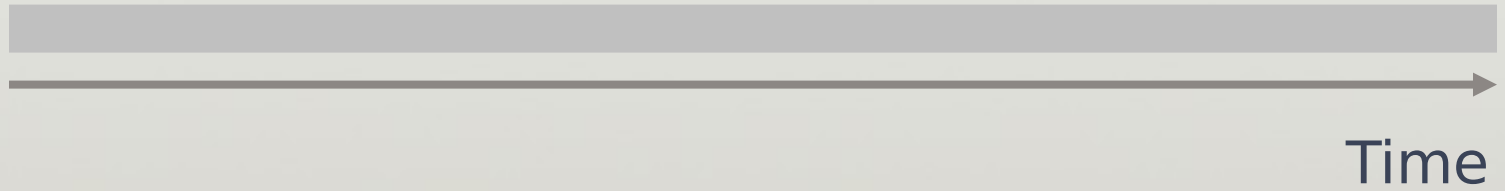


# Understanding the Players

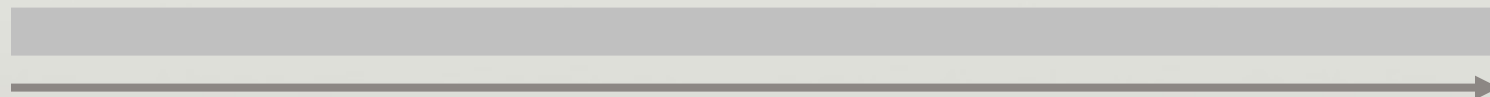


Time

# Grasping the situation



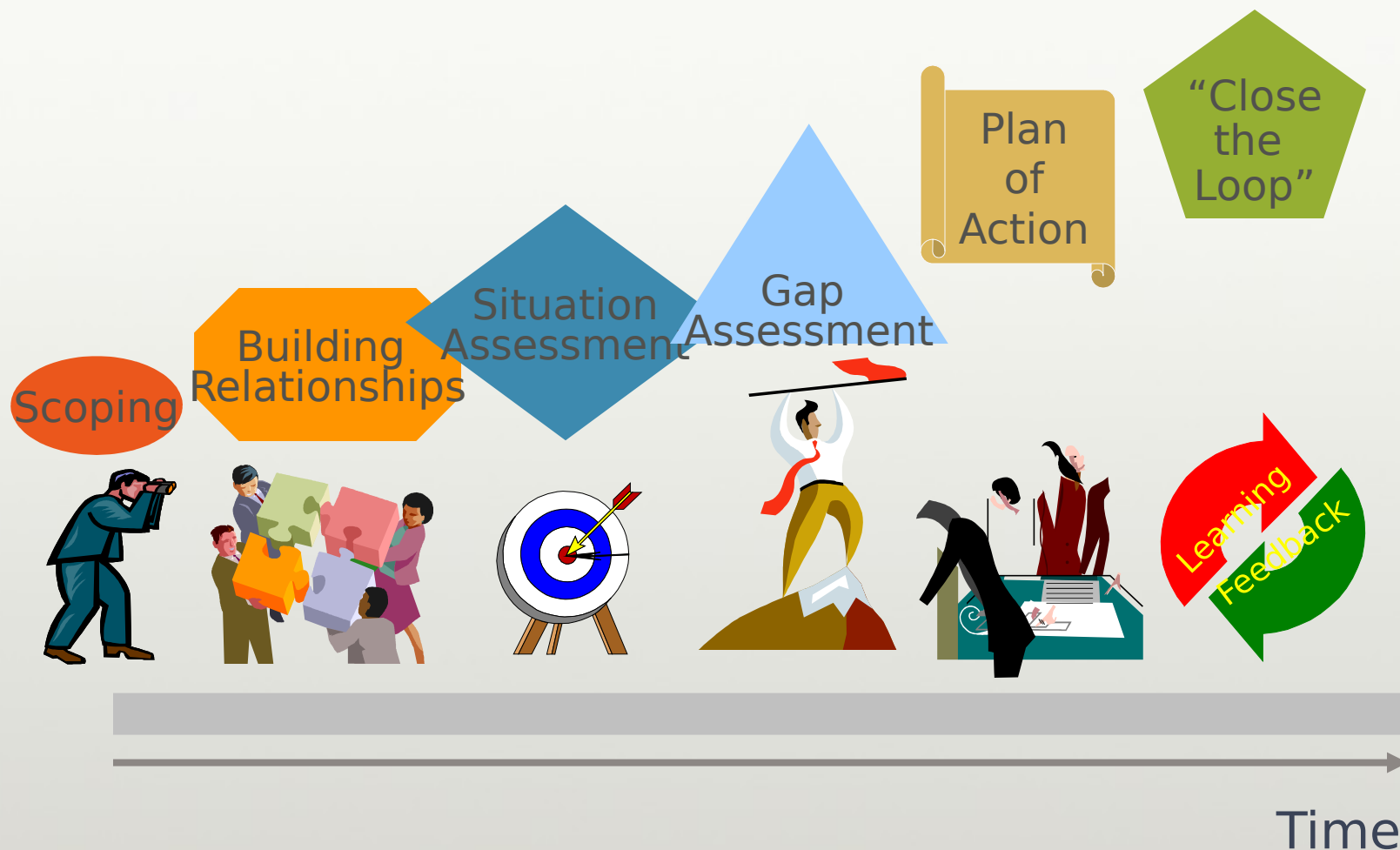
# Who, what, where can I close the gap

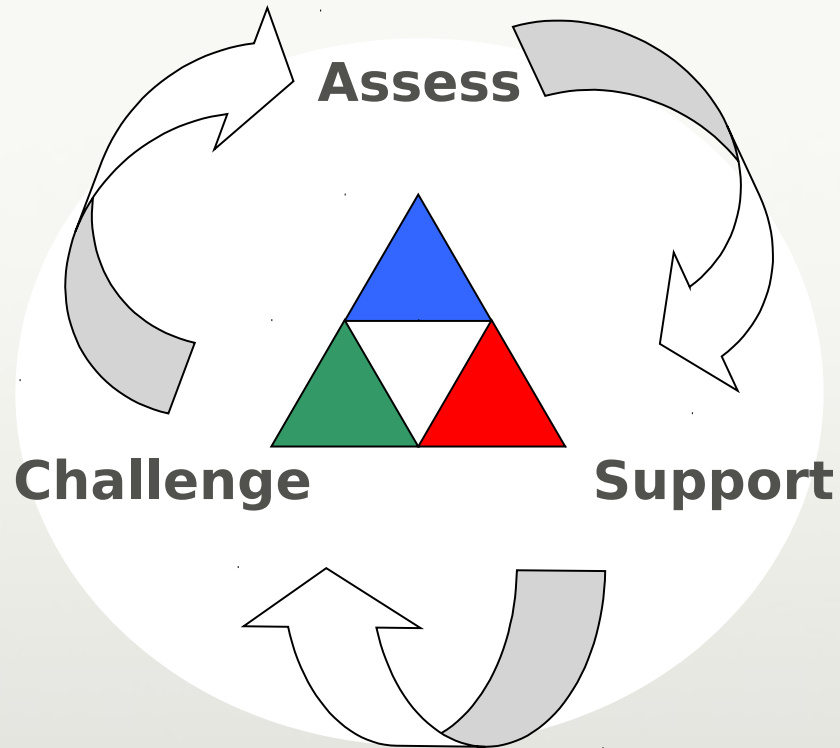


Time



# Monitor...start again





- What competency?
  - Good / Not so good
- What competency are they going to need to leverage to be successful?
- What are key areas for development?
  - How many?
  - Skills related to a task

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**Slides can be  
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